
LESSON 11

CAMPAIGN DESIGN

Introduction

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| Purpose | <p>This lesson presents an overview of operational art and operational functions as they relate to the operational level of war and campaign design. Operational art represents the application of judgment to the integration of forces to accomplish strategic objectives. Operational functions provide the joint force commander (JFC) with a set of warfighting tools that enable his staff and component commanders to employ the proper force, with the proper capability, to achieve decisive results in attaining strategic objectives.</p> <p>This lesson introduces the concepts used in designing a campaign, with particular emphasis on operational art and the importance of applying the art to the science of war.</p> |
| Importance of the Study | <p>This lesson examines operational functions as defined in Joint Pub 5-00.1. Operational functions provide the JFC with a structure to organize, design, and synchronize campaign execution.</p> |
| Relationship to Other Lessons | <p>This lesson will build the foundation for studying "battlespace functions" as addressed in <i>Marine Corps Planning Process</i> (8805).</p> |
| Study Time | <p>This lesson, including the issues for consideration, will require about 4 hours of study.</p> |

Educational Objectives

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| Employing Forces at Operational Level | Summarize the considerations for the commander when employing joint and multinational forces at the operational level of war from the perspective of the commander. [JPME Area 3a] |
| Plan for Employment | Extend an ability to plan for employment of joint forces at the operational level of war. [JPME Area 3c] |
| Fundamentals | Comprehend the fundamentals of campaign planning from the design phase to operations. [JPME Area 4e] |
| Relationships | Compare and contrast the relationships among operational functions, operational art, and campaign planning. |
| Joint Doctrine | Comprehend current joint doctrine and how it translates into operational art. [JPME Area 2a] |
| JPME Areas/ Objectives/Hours (accounting data) | 2/a/.5 3/a/1 3/c/.5 4/e/1 |

Elements of Campaign Design

Center of Gravity

The *center of gravity* represents a concentration of enemy strength. The Marine Corps directs its campaigns and combat operations to neutralize the enemy center(s) of gravity.

Fundamental Elements of Operational Art

In addition to neutralizing the enemy centers of gravity, the joint force commanders (JFCs) employ operational art, in concert with strategic guidance and direction received from superiors, to accomplish their objectives. The fundamental elements they employ are

- Synergy
 - Simultaneity and depth
 - Anticipation
 - Balance
 - Leverage
 - Timing and tempo
 - Operational reach and approach
 - Forces and functions
 - Arranging operations
 - Direct versus indirect
 - Decisive points
 - Culmination
 - Termination
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Required Readings

Operational Level of War Readings

- Izzo, Lawrence L. (LTC, USA), "The Center Of Gravity Is Not An Achilles Heel." *Military Review* (January 1988). Read pp. 72 through 77. Find this reading in the *Operational Level of War Readings*, Annex A, pp. A-3 to A-9. This article examines the concept of center of gravity and its relationship to the operational level of war. The focus is on how to identify the correct center of gravity and how to attack it to achieve decisive results.
- Saint, Crosbie E. (GEN, USA), "A CINC's View of Operational Art." *Military Review* (September 1990). Find this reading in the *Operational Level of War Readings*, Annex A, pp. A-11 to A-24. This article provides a component commander's perspective on operational art, especially the thought process involved in creating the force structure needed to accomplish the commander's intent at the operational level of war.

Joint Pub Readings

Joint Pub 3-0, *Doctrine for Joint Operations* (1995). Read chapter II, pp. II-2, para. 2c; read chapter III, pp. III-9 through III-23. Find this reading in the *Joint Pub Readings Vol. I* (8800), p. 308 and pp. 335 to 349. These readings examine the aspects of operational art from the CINC's perspective.

Issues For Consideration

Focus of Operational Art

What is the focus of operational art?

Major Questions of Operational Art

Operational art requires the commander to answer several major questions. What are those questions? What is the importance of each?

Concept of Operational Art

Examine the concept of operational art and describe the following:

- Focus of operational art
 - Important elements the commander must focus on to analyze the situation
 - Elements of operational art
 - Relationship of operational art to the operational level of war
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Center of Gravity

In his article, LTC Izzo identified several considerations that could be helpful in identifying an enemy's center of gravity. Examine and explain how a commander uses these considerations.

"Operational Logic"

Describe the "operational logic" concept for identifying an enemy's center of gravity.

A View of Operational Art

How did General Saint view operational art as CINCUSAREUR?

Campaign Considerations

What operational concepts does the JFC consider when designing a campaign to create a significant advantage over the enemy?

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Issues For Consideration, Continued

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| Synchronization | Explain the concept of synchronization at the operational level of war. |
| Joint Force Functions | Describe how the joint force commander (JFC) uses these joint force functions in conjunction with operational art to design a campaign. |
| CINC Options | Analyze the various options available to the CINC for organizing the theater for war. |
